

Training and Development and Its Impact on Work Stress (Sri Lankan Licensed Commercial Banks)

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Introduction

In this era of globalization human resource consider as an important factor which generates the supportable modest return (Iqbal, Ahmad & Javaid, 2014). So, today every organization is giving their top and best priority to manage their human resources by generating maximum output (Gamage & Imbulana, 2013).

Work Stress has become a major challenge to individual mental and physical health as well as for the whole organizational health. According to World Health Organization (2017) work stress is defined as “the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope”.

Furthermore, Bartel (2004) stated that, Human Resource Management environment can be even more important in determining the productivity in service sector than in manufacturing sector, given the much larger share of total production costs accounted for employment, and much more extensive direct contact between employees and customers in services. Therefore, the Licensed Commercial Banks in Sri Lanka have been selected for the purpose of this study. Further, there is a gap in the empirical and theoretical knowledge available in Sri Lankan **Licensed** Commercial Banks with regards to the relationship between training and development and work stress. Therefore, researcher address the research problem as, is Training and Development impact on work stress among employees in Sri Lankan Licensed Commercial Banks?

As per the main objective of the study, it attempts to identify how training and development impact on work stress among employees in Sri Lankan Licensed Commercial Banks. Specific objectives are, to study present training and development practices, to investigate work stress among employees and to examine about the impact of training and development on work stress among employees in Sri Lankan Licensed Commercial Banks.

Literature Review

As stated by Gamage & Imbulana (2013) training and development is a learning activity that leads to acquiring of specific knowledge and skills in order to perform their occupation which leads to development of both the individual and organization. Training and Development mainly deals with understanding and obtaining know-how, techniques and practices (Tahir et al, 2014). According to Shaheen, Naqvi & Atif Khan (2013) training is

systematically developing knowledge, skills and behavior which are required by employees to do assigned task or job. As per the previous research findings, training and development practices can be measured in terms of identification of the training needs (Nikandrou et al., 2008), (Arthur et al, 2003), (Absar, Sikder & Hossain, 2010), training methods (Ghafoor Khan, Ahmad Khan & Aslam Khan, 2011), (Arthur et al, 2003) and training evaluation (Nikandrou et al., 2008), (Arthur et al, 2003), (Absar, Sikder & Hossain, 2010).

Occupational stress can be defined as the adverse psychological and physical reactions that occur in an individual as a result of their being unable to cope with the demands being made on them (Omolar, 2008 cited in Dwamena, 2012). Another definition given by Robbins (1999) stress has been stated as a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he/she desires and for which the outcome is perceived to be both uncertain and important. There are five major causes of work stress; factors intrinsic to the job, role in the organization, relationships at work, career development and organizational structure and climate. (Michie, 2002), (Arnold, Robertson & Cooper, 1993, cited in Dwamena, 2012).

Insufficient training is considered as one of the main factor which creates both organization specific and job specific stress (Vokic & Bogdanic, 2008). Further, Shuttleworth (2004) stated that, work stress can minimize or avoided through Training and Development. Lawrence (1995) recognized job stress an important occupational health problem which can be managed by providing employee assistance programmes including training.

Methodology

The type of the study was analytical and the type of the investigation is correlational study which attempts to outline the significant relationship between two variables i. e Training and Development and Work Stress. And the data were collected from each individual employee who employed in the Sri Lankan Licensed Commercial Banks.

The population of the study is Licensed Commercial Banks in Sri Lanka. So the total population size is 25 companies (Central Bank of Sri Lanka, 2017). Sample was selected by using universal sampling method. The questionnaire was circulated among 254 branches by covering all 25 Licensed Commercial Banks in Sri Lanka and 216 returned questionnaires were deemed usable for further analysis amounting to 85 Percent response rate. In a pilot study, it was revealed that the measurement scales met the acceptable standards of validity and reliability analyses.

In this study both primary and secondary data collection methods were used. Self-administrated questionnaire method used to gather the primary data and organization report, books, journals, government reports, internet, other publications were used as secondary data collection methods. Each and every variable in the research model was analyzed using descriptive statistic method. Also, correlation analysis and simple regression analysis methods were used to test the objectives of the study. Data collected from primary sources were analyzed using computer based statistical data analysis package, SPSS (version 16.0.).

Results and Discussion

According to the analysis data it was founded that, 55 percent of Sri Lankan Licensed Commercial Banks engaged with training and development practices. And also based on the analysis data more than 37 percent employees are strongly agreed and 31 percent are agree with the statement that they face for the work stress. According to the Pearson's correlation coefficient, there is a moderately strong negative association between training and development and work stress ($p < 0.05$). Further, this proves with the finding of negative relationship between training and development and work stress at 5 percent significance level ($\beta = - 0.724$, $p = 0.000$). As indicated by R Squared, 50.5 percent of the variance of work stress is explained by training and development.

Conclusion and Recommendation

By concerning all these facts, we can conclude that, Sri Lankan Licensed Commercial Banks not having proper training and development practices. And also majority of the employees are agreed that, they face for the work stress. And from the founded results it seems that there is a negative relationship between training and development and work stress. Therefore, it indicates that enhancing training and development minimize stress level. Hence as prominent service providers in Sri Lankan banking Industry, Sri Lankan Licensed Commercial Banks should more focus about training and development in order to avoid or minimize the work stress.

Keywords: Needs; Training Development; Training Methods; Training Evaluation; Work Stress

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